Respect & Civility Working Group Recommendations

**Situation**
The UTDRO Respect & Civility Working Group (R&C) was struck with representation from the different hospital sites, disciplines, gender, and seniority to make recommendations to the UTDRO Executive on opportunities to improve the culture of respect, civility, inclusion, and equity within the Department of Radiation Oncology at the University of Toronto (UTDRO). The R&C met regularly between the beginning of April and the end of June 2019 to review and discuss the Voice of the Faculty survey and other data points to establish its recommendations.

The recommendations for the R&C are contained herein for review at the UTDRO Executive on July 25, 2019.

**Background**
- In spring 2016, the Faculty of Medicine (FoM) launched the Voice of the Resident survey as a follow-up to the 10 year annual Exit Survey of residents.
- Since then, the “Voice of the …” surveys have been implemented across the different segments in the Faculty of Medicine
- In the spring of 2018, the Voice of the Faculty was conducted with the results being shared in January of 2019
- The UTDRO Voice of the Faculty results were presented at the UTDRO Executive in January 2019 with guests Lisa Robinson, Chief Diversity Officer, FoM and Anita Balakrishna, Diversity Specialist, FoM
- The UTDRO Executive struck the R&C with membership from across the hospital sites, disciplines, and seniorities
- The mandate for the R&C is to make recommendations to the UTDRO Executive with immediately actionable, short-term, and long-term goals to improve the culture of respect, civility, inclusion, and equity across UTDRO

**Assessment**
The R&C reviewed the data of the Voice of the Faculty survey, solicited feedback and perspective from peers and the community, and discussed personal experiences at various centres and programs, both internal and external to the University.

The key findings for UTDRO faculty were:

- Low overall score on quality of professional life, and work experience at our hospital sites;
- Low score on culture of respect at the workplace, especially when compared to other departments;
- Significant experiences, observed and received, by faculty of bullying, harassment, and incivility;
- Incidents of sexism and sexual harassment.
The R&C acknowledged that the influence of culture must take into account the fact that education, research, and patient care happens outside of the auspices of UTDRO. It is also acknowledged that the University Department has direct involvement and representation in the MD Full Time hiring process but not in the Status Only appointments. Therefore, the approaches need to reflect the areas and processes in which UTDRO has jurisdiction and involvement.

The following areas were identified as those with the highest opportunity for positive influence on culture and practice:

- Hiring practices and onboarding
- Reappointment process (MD and Status Only)
- Promotions
- Reporting processes (University and Partner Institutions)
- Education programs and evaluations

**Recommendation**

The recommendations of the R&C with short-term or immediate applicability, and longer-term goals are outlined below. These recommendations, if approved, will require accountable leads to implement and in some cases, propose new processes.

Success of these recommendations is contingent upon strong communication of expectations, clear processes, and commitment of leadership.

**Equity**

- Establish gender and cultural representation guidelines for the MD Hiring Committees, and internal committees where appropriate
- Establish gender goal of 50% female candidates for the MD applicant pool available for final consideration when feasible; this will take into account the overall applicant pool and available candidates
- Establish goal for gender balance on MD Hiring Committees and MD hiring

**Professionalism**

- Define professionalism as a department
- Highlight and require sign off by faculty member on professionalism, respect, and civility as a principle in the offer letter for all categories of appointments and reappointments
- Establish process for Chief/Division Head/Manager to attest in writing that there are no unmanaged or unresolved issues of professionalism at times of reappointment, Continuing Appointment Review (CAR), and promotion
- Expand referee requests, especially trainee references, to also note professionalism as a criterion
- Create departmental onboarding and welcome framing expectations, including professionalism
- Explore the possibility of incorporating self reporting of professionalism in annual activity reporting system or COI annual process
**Education Programs**

- Ensure all trainee evaluation of faculty include mechanism/items relevant to eliciting feedback on professionalism with definition as a criterion
- Ensure feedback is accessible, made available to department chiefs/head
- Establish best practices within programs and implement across programs as applicable
- Expand on the collection and collation of feedback across the programs through various activities (e.g. rotation evaluation, exit interviews, bi-annual reviews, etc)
- Build a 2 year plan to include professionalism best practice into our CE activities (e.g. events in journal club, RMP rounds, Odette interdisciplinary rounds etc).
- Build a remediation process to support the development of faculty and offer tools that builds understanding of self-awareness and leadership style development (e.g. INSIGHTS [https://www.insights.com/ca/](https://www.insights.com/ca/) workshops)
- Incorporate professionalism and feedback into faculty development activities

**Communication & Engagement**

- Highlight and communicate search processes for committee membership and leadership appointments
- Communication to Department of professionalism as a criterion for promotion
- Reaffirm with hospital partners the requirement and process to report incidents to the University
- Communicate and make available to faculty UofT and hospital processes for reporting an incident or concern
- Develop clear messaging of department commitment to professionalism and equity issues on UTDRO website
- Create an annual survey to gauge effectiveness of recommendations and areas for improvement
- Share and discuss the results of this survey openly through rounds and newsletters